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# Corporate HOSPITAL

## Culture and Communication Skill




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*Foreword*
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JAYPEE

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CHAPTER 4

# Communication Skill in Corporate Hospital

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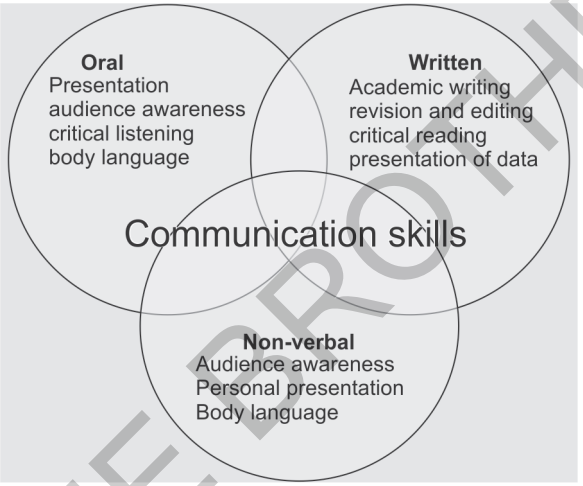
*The difference between animal and human being is communication. If one is good at it, then many misunderstandings can be reduced. Clear thinking and clear communication are therefore essential in everyday life. Indeed, many communication classes are offered nowadays. For those in a hurry, these are crash courses*.

**—Sudha Murty**

## COMMUNICATION




Communication is central human activities. In order to achieve desire success professional need to assess ideas effectively in written and speech, and respond to communication situation that occur constantly. Main goals of communication:

- To inform
- To request
- To persuade
- To build relationship

Thus, effective communication can be play major role to being an effective administrator. It can be helpful to:

- Anticipate problems
- Make decisions
- Coordinate work flow
- Supervise others

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- Develop relationships
- Manage knowledge, ideas and creativity
- Create clear vision and energize the staff
- Promote services.

Effective communication is the 'blood of life' of a hospital. Success is direct proposed to strong communication. The following guidelines are very important for internal communication:

1. Every employee must reporting in form of written statement to their superior at least on weekly basis.
2. Hold monthly meeting with all employees together to review the overall condition.
3. To solve the specific problem hold weekly or biweekly meeting with all managers together. Facilitate the meeting to support exchange of ideas and questions.
4. Have supervisors meet with direct report one on one meeting every month.

## Communication Process

1. Sender (source)
2. Encoding; where sender must choose certain or nonverbal method to translate the idea into a message
3. Message; for communication, to occur your receiver should first get the message

Message can be verbal or non verbal, i.e. body language:

- Channel/medium: How will you send your message depend of type of message and require response immediate or delay.
- Receiver: A receiver is any person who notice or a group and attaches some meaning to message.
- Decoding: The receiver must decode the message with attaching meaning to words or symbols.
- Feedback: Means response of your message.

Above model of communication can help us analyze and improve efficacy of any communication.

## Types of Communication

1. Verbal
   a. Oral
   b. Written

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2. Nonverbal
   a. Sign language
      – Visual sign
      – Audio sign
   b. Art factual
   c. Para language
   d. Haptic
   e. Chromatic
   f. Silence

According to research communication use as:

- Written 9%
- Listening 45%
- Reading 16%
- Speaking 30%

### Level of Communication

*Intrapersonel:* Communication with self.
*Interpersonel:* You interact with another.
*Group communication:* With certain group with certain intense.
*Public communication:* To inform and persuade the members.
*Mass communication:* Before the media.

### Nonverbal Communication

Words are not the only way to communicate all times and places. Communication is to convey relational message including how we feel about another person as well as status and power. One may continue to communicate through:

- Kinesics or body language
- Para language: To describe wide range of vocal characteristics like tone, pitch, speed, etc. which reflect the attitude of speaker to understand contents, mood and emergency?
- Art factual: Communication depending upon appearance, clothing, accessories, make up, hair style, etc. which is accordingly one's age, social and economical status, education level personality, etc.
- Proxemics: 'Space language' between two individuals:
  – Intimate maximum 18 inches
  – Personal 18 inches to 5 feet
  – Social 5 feet to 12 feet
  – Public 12 feet to as far as we can see or hear.

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- Chronemics or time language: It is study of how we use time to communicate while some are preoccupied with time other waste it regularly. While some people function better in morning others perform best at night. Punctuality is an important point during speech.
- Hap tics: Communication through touch.
- Silences: Silence is more eloquent than words. Silence can be effective communication to responses, i.e. respect, fear, resentment, lack of interest. The most effective use of silence can be made by giving a slight pause, before or after making an important point during speech.

### Basic of Body Language

Presenting the proper body language can go a long way toward successful communication. This can be helpful in job interview, meeting, business function, or special date. Darting eyes, shifting from one foot to another, hand covering mouth, finger tugging at ear, etc. are clues. If we can perceptive, decode them and tells us that the worlds and gestures do not match. When there is such conflict, we almost always believe their body!

Some of obvious body languages which are noticeable:

- Fidgeting shows boredom and restlessness
- Crossing arms shows unwillingness to listen
- Tapping of foot shows sure sign of boredom
- Doodling on paper shows not paying attention
- Playing with hair shows hiding something
- Looking away while speaking shows unsure of what you speak
- Unfocus stare shows your attention elsewhere
- Touching nose or surrounding shows avoiding truth
- Hands on hip shows I can ready fists shows willingness to fight
- Responsive/eager is shown by leaning forward, open arm, nodding
- Listening is shown by constant eye contact, verbal acknowledgment
- Attentive is shown by smiling
- Bored is shown by slumped posture, foot tapping doodling
- Rejection is shown by arm folder, head down, subconscious of frowning
- Aggressor is shown by leaning to far forward finger pointing, grinding teeth
- Lying is shown by touching face; handover mouth, eyes averted, shifting uncomforted in seat and glancing.

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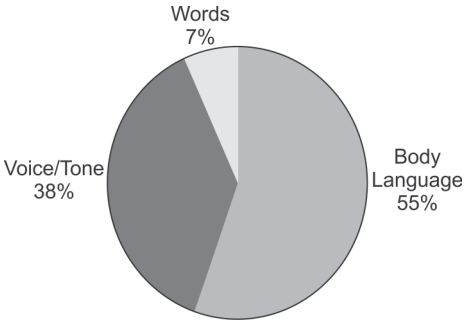


The moment one enter to another for any purpose, body language clearly depicts his/her mental attitude. An individual walking with head down, stooping shoulders and heavy steps gives an immediate impression of a depressed or dejected and nonconfident person.

- A person with a straight head, erect should fast steps and straight posture gives an impression of a confident person.
- A well gripped and strong hand shake create a positive impression.
- A weak limp, dead fish hand shake gives an impression of a disinterested and a cold person and also mentioning lack of enthusiasm.
- A dominant person tends to have a well gripped handshake with his palm facing down very intimate associate or a diplomatic.
- Person may hand shake with his second hand holding the wrist/ arm of other person shows close relation and may for longer in its duration.

By modifying your handshake technique one can improve initial image. Always practice a strong well gripped and vertical handshake.

### Eye Contact

Eyes can speak more than the words if one can understand their languages. In movies, we can guess the character of person as hero, villain, etc. even without hearing the dialogue. The actor can influence a great effect to show all kind of emotions like love, hate, anger, fear, surprise, etc. by using the eyes when it is consider that face is the index of mind, I would like to add that eyes play major role in it.

- When one is not interested to listen to something we tend to break the eye contact or look somewhere else.
- Shutting of eye and more blinking of eye in a pace is indicating

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disbelief or disinterest in the subject. It is escapist reaction show to avoid discuss.

- Closing of eyes or to steer than toward blank while conversing is also indicate the concentration or recollect. During the recollection, it is common to shut eyes in examination hall.
- Rapid glancing to and fro and shifting the eyes from other person to something away than back while talking gives an impression as if the person looking for a more interest comparison.
- Too fast blinking and flickering of eyelid shows nervousness.
- Short eye contacts which are frequently broken indicate shyness of person or telling lie.
- Best practice—continue eye contact and avoid looking anywhere else or breaking eye contact erratically.

### Body Movement

Our body is more honest than our words of telling a lie is not his body. When any one is telling lie, his body try to balance the deed by absorbing the discomfort. Which is reflects by covering the mouth with hand, rubbing, stroking or scratching the nose. Moving the hand to scratch or rub the ear. Scratching the side of neck with fingers, rubbing the eye, etc. are indication of an untruth statement—mouth become dry and the person the licks his lips and may to swallow nervously crossing the arms of legs while telling lie is also common, crossing the legs and arms give a feeling self-defence or protection against a challenge to the lies. The above gesture and shifty eye are a definite sign of dishonesty.

### Body posture

Moving back into chair with back into the chair indicates disinterest. If listener suddenly moves back into chair with back stretched to the last end of chair indicate his disinterest and doubt regarding the conversation. Slapping of head indicates forget fullness:

- To sit with hand the head shows superiority it is supported by crossed leg—ready to argue or compete.
- Resting the elbow on table with chin in resting palm indicate boredom/ casualness and disinterest.
- Rubbing chin—disagreement.
- Any hand to face gesture of interviewer while listening to interviewer may indicate doubt, i.e. interviewer may cover his lips with his finger

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while listening indicate his suspicion about the discussion this support with more widening eyes. Chin stroking or chin resting on hand show criticle analysis.

- Stripping of fingertips and thumbs—Sense of superiority and confidence. Hand pressed together with finger of both hands aligned together indicates a desire to persuade and to mark a point.

## INTERVIEW WITH MEDIA—CORPORATE HOSPITAL

Today hospital industry is more closely tied to media whether for status of health of admitted dignitary, any case of doubt of negligence, grievance and sentinel event, incidence of near to miss and activities, dissatisfaction and disagreement of employee of hospital.

When dealing with media, always recognize that reporting a story is job of journalist and our job is to help them to get truth. By provisioning the right atmosphere by treating them as people who want to be professional and report honestly.

When media will come to us for a story of potential crisis or conflict issue, our attitude must not be resulted to enlarge the issue of crisis or conflict – mean not to say something that will make matters worse. Our words 'No comment' may

1. Raise suspicion that may be hidden
2. Produce the story anyway with less reliable facts.

So be open and honest.

### Some Tips—Planning and Preparation

- Choose a location in closed and silent hall.
- Sit or stand behind a desk, have sign or logo of hospital.
- Set the time and length of interview according to preparation.
- Plan the message.
- Consider in advance the reporter's possible angle.
- Never choose tapped or filmed news interviewer more than twenty seconds clips.
- Treat reporter with respects and by using names.
- Take time to reply to problem question.
- If you do not know the answers to something admit it.
- For denying process never repeat interviewer's negative phrase.
- Avoid giving answers to hypothetical questions.
- Try to shape the story with our own message.

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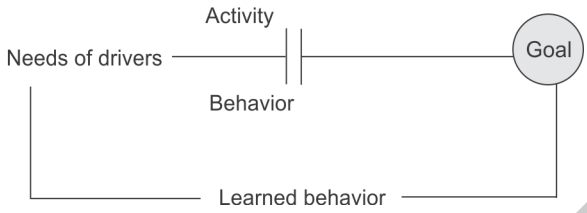
## MOTIVATION MODEL




Motivation is a process that starts with a physiological or psychological deficiency or need that activates or a drive that is aimed at a goal or incentive.

- In our corporate sector we should understand some of most common defence mechanism.
- *Withdrawal*: Some people react by withdrawing from frustration situation resulting in physically leaving the scene.
- *Repression*: This lead to losing conscious awareness which minimizes the frustration that would otherwise result.
- *Displacement*: Sometimes it is not possible to react aggressively toward person who has caused the frustration, (i.e. toward the boss), in such situations the aggression is directed toward another person—a colleague, subordinate, spouse, child or even some object.
- *Regression*: Some people in an attempt to avoid an unpleasant reality, revert to child like behavior exhibited to as horseplay in the work setting.
- *Rationalization*: Often people are able to conduce themselves that the reason for not fulfilling a need of lie somewhere else, e.g. medical technologist may explain poor laboratory work any blaming obsolete equipment rather than some personal deficiency.

### Work Motivation—Maslow's Hierarchy of Need

- Realization of ones potential self development
- Titles, status, symbols personal recognizing
- Forming association with others and love and affection
- Both physical and emotional safety
- Basic needs food, clothing shelter, etc.

This method interpret the hierarchy of needs with work motivation, that employee are more enthusiastically motivated by what they seek than what they already have. It also offers some useful tips for helping managers think about motivating their employee.

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Herzber described few factors as maintenance factors and as motivation factors.

Maintenance factors:

- Organization policy and administration
- Interpersonal relations with supervisors
- Interpersonal relations with beers
- Interpersonal relations with subordinating
- Salary
- Job security
- Personal life
- Working conditions
- Status

Motivational factors:

- Achievement
- Reorganization
- Advancement
- The work itself
- Possibility of growth
- Responsibility

### Benefits for Job Enrichment for Hospitals

When there is a positive match between job environment effort and employees who are desirous of holding more challenging jobs, job enrichment can offer several benefits for professionals.

1. Benefits for individual employee:
   - More job satisfaction
   - Greater responsibility and authority
   - The opportunity to experience more growth and development
   - A great sense of achievement
   - More job autonomy
   - A greater diversity of job experience
   - More practice at making decisions.
2. Benefits for the organization:
   - Higher level of job performance.
   - Increased quality of patient care of service
   - Improvement in quality of decisions
   - Employee's loyalty or commitment to organization increased
   - Fewer absenteesim
   - Lower turnover rate.

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## Culture and Communication Skill

***Salient Features***

- Simplifies the corporate culture and communication skill and offers more than the expectations of patients and others
- General management, and its application in corporate hospital is mentioned
- In other chapters, the heart of hospital management like different type of communication, art of negotiation and etiqutte, etc. are included in brief
- In the last chapter, few brainstorms have been provided, which we may have to face in our day-to-day practice
- Helpful tips to those who want to start new practice, to hospital managers and students
- The aim of the book is to make healthcare business from good to best and convert family or personal hospital to a corporate business like others.



**Prafull Arunkant Naik** MD (Gyne), PGDHHM has worked with many corporate and private hospitals in Ahmedabad, Gujarat, India as a consultant as well as at different managerial positions. At present, he is CEO of APA Centre Link Consultancy and consultant for different areas of hospital management like NABH, hospital marketing, hospital engineering, IT solution, hospital operation and training of soft skill, etc. He is also NABH internal auditor, and attached with Gujarat Forensic Sciences University and Gujarat University as a visiting faculty for hospital management courses. Quality, safety and soft skill at hospital are subjects of his choice.



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